Department of Defense Human Resources Career Program

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Today's Discussion

- **Background**
- **HR Strategic Partner**
- **HR Career Program Elements**
  - Governance
  - Competency Model
  - Certification
- **Next Steps**

Background

- **Changing role of HR professionals**
  - NSPS
  - Strategic advisors vs. operational execution
  - Compensation

- **No DoD-wide approach to HR career field**
  - Component unique programs
    - Valuable but inconsistent from a Department-wide perspective
    - 107 competencies across the Department
  - Need to maximize use of resources
    - Overlapping opportunities for technical training
    - Lack of training in new competencies
  - Different approaches to certification

HR Strategic Partner

Provides council to senior decision-makers on Human Capital issues that directly affect the articulation and execution of organizational strategies and business goals

Governance

- **HR Career Program Integration Team**
  - Provided leadership and guidance
  - Chaired by DUSD(CPP)
  - Civilian Personnel Policy Council representatives serve as members
  - Gives Component leadership a voice
  - Provides DoD-wide perspective
- **Communities of Practice Champions**
  - Represent HR functional areas
  - Selected by CPPC members
  - Report to Integration Team
- **Ad Hoc Workgroups**
  - Commissioned by Integration Team to address specific issues

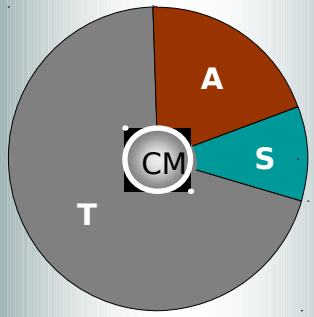
Competency Model

- **Identifies role based competencies**
  - Technical
  - Advisory
  - Strategic
- **Competencies map to Component models**
- **Emphasis on Strategic and Advisory roles**
- **Incorporates new requirements**
  - Change management
  - Strategic compensation management
  - Continuous process improvement
  - Enterprise-wide mission orientation
  - Financial and project management

HR Competency Model

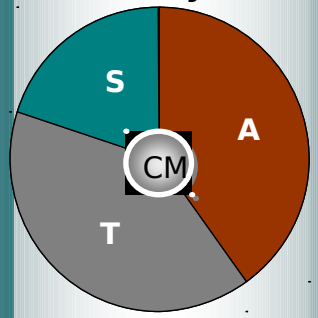
HR Professional Roles:

Technical



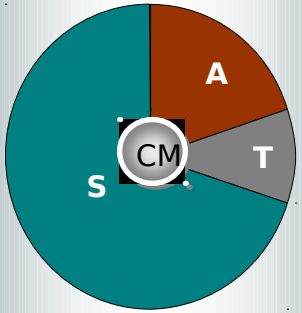
1. Change Management
2. Position Classification
3. Pay Administration
4. Performance Management
5. Staffing and Recruiting
6. Labor Relations/Employee Relations
7. Human Resource and Career Development
8. Succession Planning
9. SES Program Management
10. HR Information Systems
11. Organization or Industrial Psychology
12. Management in International Environment

Advisory



1. Change Management
2. Conflict Management
3. Developing Human Potential
4. Coaching & Mentoring
5. Technology Application
6. HR Life Cycle Management

Strategic



1. Change Management
2. Strategic Planning
3. Enterprise Integration
4. Technologies
5. Enterprise-Wide Mission Orientation

Role-based Common Competencies

1. Marketing
2. Continuous Process Improvement
3. Information Management
4. Financial Management
5. Project Management
6. Strategic Compensation Management

Certification

- **Specialty certification**
  - Target most critical competencies
  - Efficient use of resources
- **Initial focus**
  - Strategic compensation
    - NSPS flexibilities require in-depth understanding of compensation and it’s long term organizational impact
    - Limited expertise currently available
  - Organizational Design/Change Management
    - Essential for strategic business partner role
    - Provides skill set necessary to advise management on human capital matters from a broad mission-based perspective

Next Steps

- Identify proficiency levels for new competencies
- Map new competencies to training and development opportunities
- Maximize use of training resources by identifying:
  - Redundant courses
  - Best of breed
  - Training sources for new competencies
- Implement Strategic Compensation Certification

Questions?